# - PROGRAM INTEGRATOR -

## *a Process Focus...*

**Frank Lalumiere**
**Executive Director**
**Program Integration**

# Program Integrator

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✓ **Background**

✓ **Status:**
– Function
– Demographics
– Customer Satisfaction

✓ **Issues:**
– IG Findings
– Recent & Pending Policy Changes
– The PI & GPRA
– Training

**-FY2000-**
**DCMC Business Plan**
- Investment Goals
- Performance Goals

✓ **Summary**

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## ✓ Background

- – Formation of DCMC in 1990
  ...Services' concerns over major systems.

- – Far 42.302(a) 67-
  "Support Program Offices...concerning program status, program performance, and actual or anticipated program problems."

# Program Integrator

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## Function:

### *Single, On-site POC for the PM!*

– **Program Support Team Leader**

-- Negotiates up-front MOA with PM, and ensures delivery of agreed upon level of DCM support

## Expectation: *Timely insight, info, action and rec to the PM to prevent or mitigate proble*
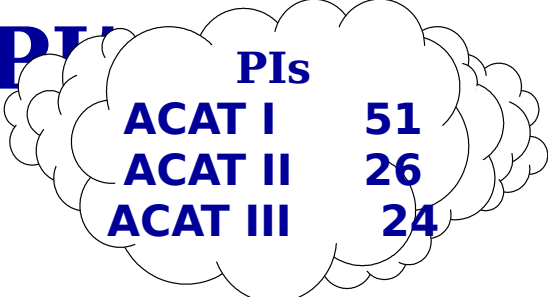
*Understand & Articulate GPRA Approach to*

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## Demographics: PI's & SPI

> 299 Full Time

> 249 Part Time

**PIs**
**ACAT I        51**
**ACAT II       26**
**ACAT III      24**

> 63% - 800 (Eng.) or 343 (Program Analyst)

> 17% - Military

> 10% - 1910

> 10% - 1101, 1102, 1150, 334, 0301

# Program Integration

## *Customer Satisfaction…*

- ✓ **Overall:**
  - – **PMs like single focus concept**
  - – **5.8 on Postcard Trailers**

- ✓ **Areas of concern:**
  - – **Timeliness of information and analysis**
  - – **Forward look assessment & recommendations**

## *Integrated, Current & Anticipated Prog*

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## Issues:

### DoD IG Report - 26 Feb 99

**Findings:**  (1)    MOAs not current
- 17 of 34 MOAs reviewed

(2) Surveillance Plans
- too general, not program specific
- not current

*Substantiated by earlier IOA Team findings!*

# PI Policy Change

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## *One Book Revision - Chapter 5.1.4 (Feb 99)*

**Introduced concept of <u>Program Plan</u>:**

**Purpose:   Tie together PM's issues & concerns with DCMC**

**identified system and process risk, and a surveillance                plan to monitor and mitigate risk.**

### <u>Program Plan</u>
– PI/SPI and PST Members
– PM Priorities
– Key program risk elements
– <span style="color:red">**Surveillance Plan**</span>
– Content, frequency of
   reports to PM

### <u>Surveillance Plan</u>
– **System or process focused**
– **Risk Based**

Culmination of functional specialists' surveillance plans-tailored to the program.

# Ongoing Functional Reviews

*#1 HQ/District Process Action Team*
**(22 Feb - 12 May 99)**

✓ **Task - Identify standard criteria for monitori**
**& improving PI report structure and co**

– **EVM analysis (Indep. EACs)**
– **Forward look and summary of past ev**
– **Currency of information and data**
– **Standard rating process for PIs & SP**
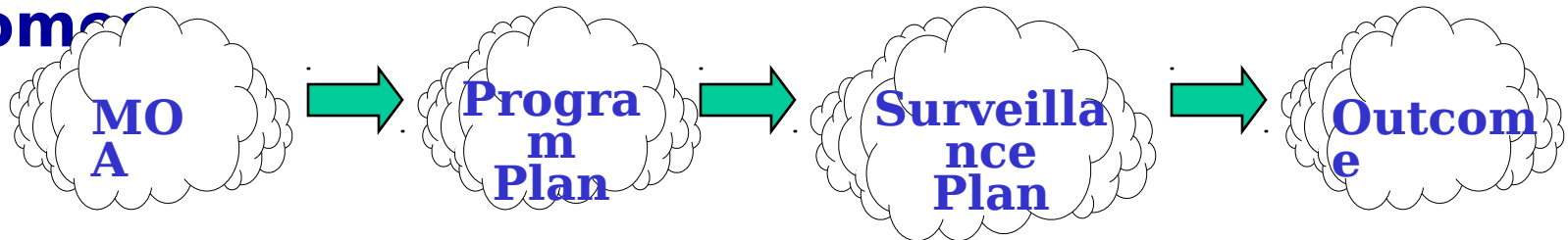
**- Focus PI on Desired Program Outcomes &** **GPRA!** **re**

# PI$_S$ & GPRA

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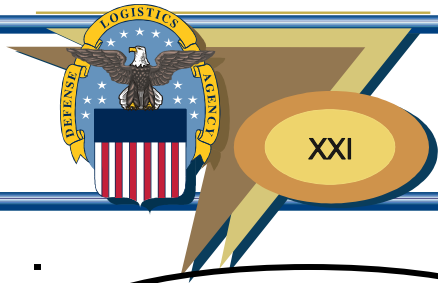
➢ **Outcome Focus**

**PI$_S$ Need to Adopt GPRA Throught Process**

**(1) Identify the Desired Program Outcomes**

Root Cause Analysis

**(2) Focus on the Core Processes Influencing Outcomes**

MOA → Program Plan → Surveillance Plan → Outcome

**(3) Develop & Track Outcome Measures**
    **- Cost**
    **- Schedule**
    **- Performance**

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> ## *Focusing on Outcomes...*

### *Readiness Initiative*
### HMMWV/Kiowa

**What is the Desired**

**Outcome?**
**What are the Processes**
**Driving the Outcome?**
**What is our Outcome Measure?**

**Outcome:** - Full Mission Capability

**Product:**
- Readiness Rate
- On-Time Delivery of Critical Spare Parts

**Process:**
- Production Scheduling
- Manufacturing Lead Time
- Alternate Suppliers
- Partial Shipments

Right Item...
Time...
Price...

OPERATION ALLIED FORCE

# Ongoing Functional Reviews

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## #2  PI Process Analysis (DCMC-PA) (1 April - 30 May 99)

1.  Contract Receipt & Review

    – PI/SPI & Team Members
    – Program Plan & Surveillance Plan
    – PI & SPI coordination & communication

2.  Contract Surveillance

    – Execution to plan
    – PI Project Management Oversight

# Ongoing Functional Reviews

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## #2  PI Process Analysis (Con't)

**3.  Contractor Performance**
  – **Adjustment to surveillance plan - risk-based**
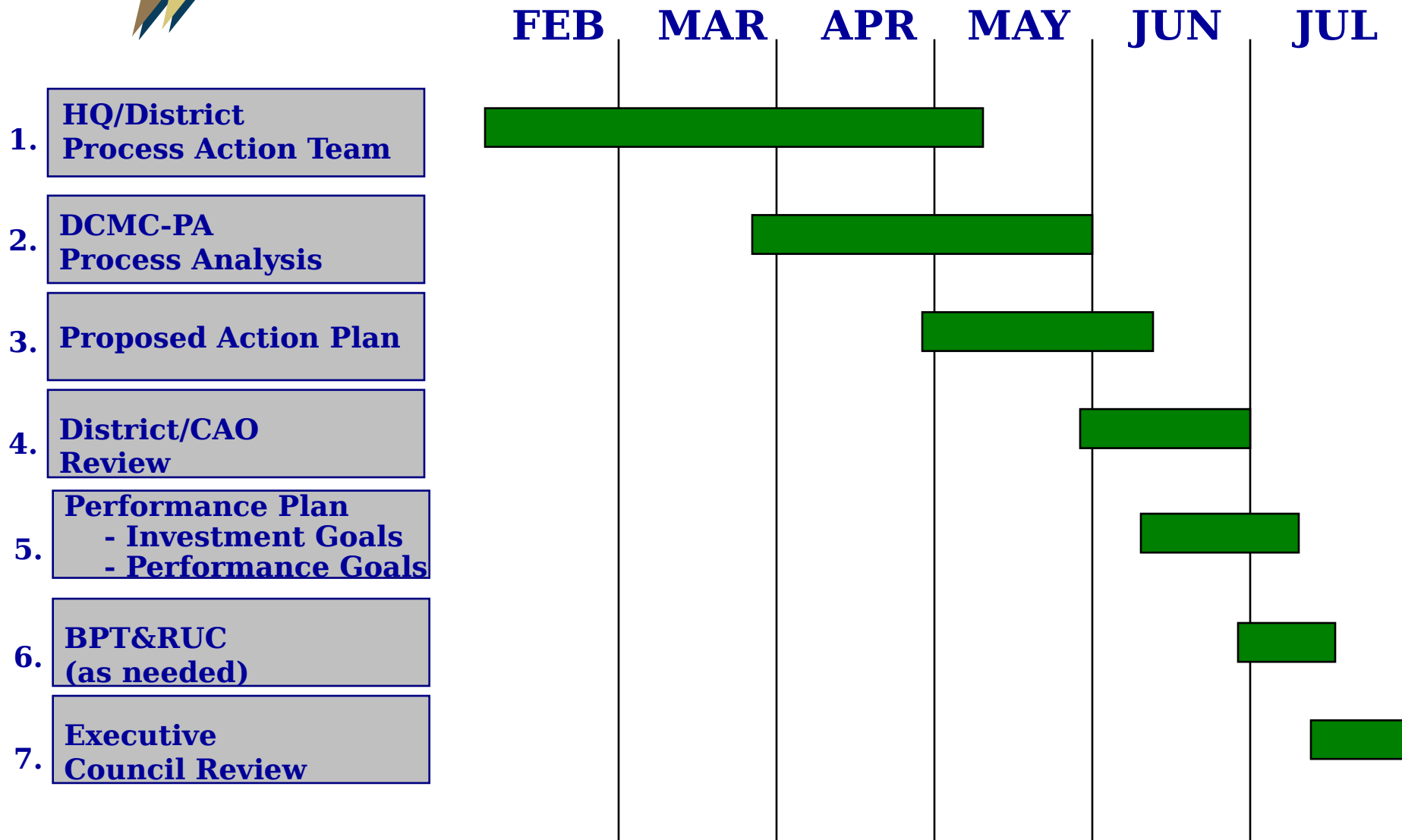  – **Changes in PM priorities & expectations**

Outcomes & Measures

**4.  PI/PM Communications**
  – **Functional surveillance**
  – **Contractor program management**
  – **Overall program status - current**
                                        **- future**

# Milestone Completion Plan

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|   | FEB | MAR | APR | MAY | JUN | JUL |
|---|---|---|---|---|---|---|

1. HQ/District Process Action Team

2. DCMC-PA Process Analysis

3. Proposed Action Plan

4. District/CAO Review

5. Performance Plan
   - Investment Goals
   - Performance Goals

6. BPT&RUC (as needed)

7. Executive Council Review

# PI Training

Core Training Requirements -

ACQ 101 - Fundamentals of System Acquisit
ACQ 201 - Intermediate Systems Acquisition
PMT 302 - Advanced Program Management

BCF 102 - Fundamentals of Earned Value M
BCF 203 - Intermediate Earned Value Mana

# PI Training

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- ✓ **Approximately 65% of PIs need to take ACQ 101 &**

  **ACQ 101 - now On-line (PIs should enroll)**
  **ACQ 201 - a high demand course**
  **- will be on-line in 12-18 months**

- ✓ **10% of PIs have received EVM training**
  **BCF 102**
  **BCF 203** **Working with O & B on alternatives**

- ✓ **FY99/00 Performance Plan**
  - ✓ **Investment Goal**
  - ✓ **Performance Goal**

Defense Contract Management Command

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# Summary

✓ **Program Integrator:**
— **Major contributor to customer satisfaction**
— **Point Guard in Contract Management**

✓ **Review in process to enhance policy & procedures**
— **Joint HQ / District / CAO effort**

✓ **PI$^s$ Must Focus on Outcomes & Process Drivers**

✓ **Training is a front-burner iss**

**1 Identify Desired Program**
**Outcomes**
**2 Work the Critical Process**
**Drivers**
**3 Develop & Track Measures**

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> **Measuring Outcomes...**

**PDM** — — **Production** — **Development** ➤

**F-16, Kimhae** **Javelin** **JSF**
- Flow Days - Rework & Repair Rate - On-time Successful
- Tech Orders - On-time GFM Design Reviews
- Workscope definition - Product Conformance - Cost/Schedule
    - On-time Delivery Variance Control

**ALC M Koso vo**

**KC-135**
   - Delivery Acceleration
   - Conforming Product
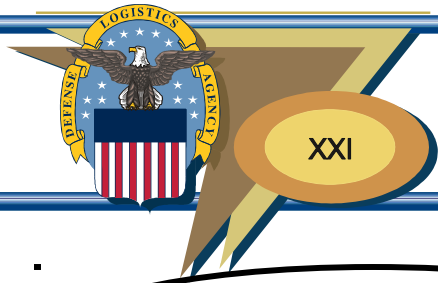     (Pressure checks)

**Right Item... Time... Price...**

OPERATION ALLIED FORCE

# PIs & GPRA
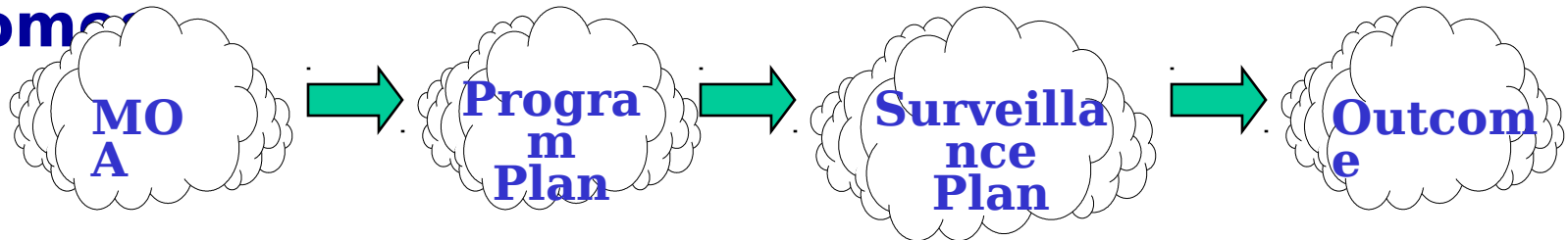
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➢ **Outcome Focus**

**PIs Need to Adopt GPRA Thought Process**

**(1) Identify the Desired Program Outcomes**

Root Cause Analysis

**(2) Focus on the Core Processes Influencing Outcomes**

MOA → Program Plan → Surveillance Plan → Outcome

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➢ **_The Role_: On-site Focal Point Leading Program Support Team Efforts to    Ensure a Successful Program.**

➢ **_The Process_:  (1) Memorandum of Agreement**
        **- PM Issues & Concerns**
        **- Unique Functions & Surveillance Priorities**
        **- Special Procedures and Reporting Requirements**

**_Plan_**

Feb. IG Report
- MOA's
-
Surveillance
plans

    **(2) Program Plan**
        **- PI & Program Support Team Assignments**
        **- Supporting PI Assignments**
        **- Functional Surveillance Plans**

DCMC Mission

    **(3) Program Support Team Members**
        **- Risk Planning, Assessment, Handling, and Monitoring**
      **- Program Focus/working in Unison**

**_Execution_**

    **(4) Program Manager**

Communication

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➢ ***The Expectation:*** **Timely insight, info, action, and recommendations to the PM to prevent *or* mitigate problems**

- **Integrated, current and anticipated**

**program** **status**

➢ ***The Metrics*** - Item

- Time ***Link to the Warfighter !***
- Price

***FY00 Performance Plan***

**Customer Satisfaction Plan: Investment Goal #1**

*"Develop metrics that communicate importance (contribution) of DCMC services to PEO & PM"*